



NATIONAL ESTUARINE
RESEARCH RESERVE SYSTEM
SCIENCE COLLABORATIVE

National Estuarine Research Reserve System Science Collaborative

FY 2012 RFP Funding Opportunity Preliminary Proposal Preparation Guide

November 29, 2011



UNIVERSITY
of NEW HAMPSHIRE

QUESTIONS?

If you have questions about any aspect of this funding opportunity, please send an email to one of the NERRS Science Collaborative's funding program managers:

Kalle Matso,
kalle.matso@unh.edu

or
Justine Stadler,
justine.stadler@unh.edu

The use of email enables us to provide consistent answers to questions from all applicants.

Additional resources for applicants are available at:
nerrs.noaa.gov/NSCDefault.aspx?ID=631

Important Note

Proposals to the National Estuarine Research Reserve System (NERRS) Science Collaborative FY 2012 Funding Opportunity must demonstrate substantial involvement from NERRS staff. See page 6 and 8 of this application package for more information on this requirement.

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I. About the NERRS Science Collaborative

The National Estuarine Research Reserve System (NERRS) Science Collaborative puts NERRS-led science to work in coastal communities. Administered by the University of New Hampshire, this program uses a competitive process to identify, fund, and support science-based projects that address local coastal management problems. Projects are selected through annual requests for proposals designed to ensure that researchers and intended users of the science work together to describe science and technology needs related to specific problems, define research questions, design and implement projects using appropriate approaches and methodology, and apply the results.

For more on the NERRS Science Collaborative <http://nerrs.noaa.gov/ScienceCollaborative.aspx>

II. Request for Preliminary Proposals (RFP)

The NERRS Science Collaborative seeks proposals for projects that incorporate collaboration and applied science to address a coastal management problem that has been identified as a priority for a Reserve and a community that it serves. By “collaboration,” we mean an explicit and justified plan for the interaction of applied science investigators and intended users throughout the project. For information and resources on collaboration that may be helpful in developing your proposal, please read the *Collaboration Primer* that begins on page 12 of this guide.

Reserves, and the communities they serve, are on the front lines of a changing climate. Shifting rainfall patterns, extreme storms, changing sea and Great Lakes levels, ocean warming and acidification—climate change manifests in many ways along our coasts. Its influences translate into greater risk of drought, fire, and flooding; more frequent storms with the potential to damage infrastructure and threaten human life; and the loss of habitat to support economically important wildlife. As they look to the future, coastal communities need resources to help them consider how they will address existing problems in light of climate change. Therefore, this RFP seeks to empower Reserves to work with their local communities to address the influences of climate change on a problem related to at least one of the following focus areas: impacts of land use change, habitat change and restoration, management of stormwater, and nonpoint source pollution.

This RFP is open to NERRS staff working in partnership (if appropriate) with applicants from the United States (U.S.) academic, private, or public sectors. Each proposal must designate a fiscal agent. The person in this role must be a project team member from the agency, institution, or friends group that will receive the grant, if awarded. A NERRS staff member may be (but does not have to be) the fiscal agent on the project. Researchers from institutions outside the U.S. may be included on the project but cannot serve as the fiscal agent. Researchers from institutions outside the U.S. may only be included in the budget if they meet certain requirements for receiving federal funds. Federal employees and institutions are not eligible to receive funding from this RFP, but they can participate as unfunded project team members.

The amount of funding available for this competition will be determined by FY 2012 appropriations. While the Science Collaborative does not place upper or lower limits on proposed budgets, we anticipate that most annual budget requests will range between \$100,000 and \$300,000. Proposed projects may be one or two years in duration.



III. Project Requirements

Proposed projects may be anywhere on the spectrum that connects science to decision-making—from earliest stage research to demonstration and implementation. Examples of project results include data to inform best management practices, protocols, instrumentation, engineering designs, decision support systems, educational programs, trainings, needs assessments, and other information-based tools.

Proposed projects must fulfill each of the following requirements:

- A. Address a coastal management problem that is a priority for a Reserve and a community it serves;
- B. Relate to at least one of the following RFP focus areas:
 - 1. Impacts of land use change
 - 2. Habitat change and restoration
 - 3. Management of stormwater
 - 4. Nonpoint source pollution
- C. Address the influence of climate change on the coastal management problem and goals for the project;
- D. Demonstrate significant NERRS involvement in proposal development and project implementation;
- E. Demonstrate that the project will address the coastal management problem by having the right people use sound science. Therefore, the project must integrate applied science and collaboration.

We define “applied science” as science that generates practical solutions using knowledge related to natural and/or built systems (biology, geology, chemistry, engineering, etc.), and/or social systems (policy, planning, resource management, sociological, organizational and individual behavior, anthropology, economics, etc.).

We define “collaboration” as an explicit and justified plan for the interaction of applied science investigators and intended users of the science throughout the project.

For information on collaboration that may be helpful in developing your proposal, please read the *Collaboration Primer* that begins on page 12.

IV. Application & Proposal Evaluation Process

- 1. Read the *Collaboration Primer* on that begins on page 12 of this guide. The primer offers additional information related to collaboration that may be helpful in developing a proposal. If you are applying to this RFP, please don’t skip this step.
- 2. Prepare and submit a preliminary proposal using the guidance in this document. The deadline to submit your preliminary proposal to the Science Collaborative is 1 PM ET (1300 hours) on January 31, 2012.

3. Complete preliminary proposals will be reviewed by a multidisciplinary panel comprised of collaboration experts and applied scientists in appropriate disciplines. Based on the outcome of that review, a subset of applicants will be invited to submit a full proposal. All applicants will receive feedback from the preliminary proposal review process.
4. Applicants invited to develop full proposals will be notified by March 9th, 2012. The deadline to submit a full proposal is 1 PM ET (1300 hours) on May 3rd, 2012. Complete full proposals will undergo a peer review. Applicants will have the opportunity to respond to peer reviews in the form of a short rebuttal in June 2012.
5. A multidisciplinary panel of collaboration experts and scientists in appropriate disciplines will review each full proposal, associated peer reviews, and the rebuttal, and then make recommendations for funding. Applicants will be notified of the outcome of the panel's recommendations via email by early August.
6. Funded projects will begin in September 2012.

V. Preliminary Proposal Preparation

This section provides guidance on how to submit a preliminary proposal to this funding opportunity. Preliminary proposal requirements are a subset of those you will be asked to address if you are invited to submit a full proposal. Therefore, in developing your preliminary proposal, it is important to understand the larger context within which you will be asked to respond if you are invited to submit a full proposal. The guide to developing full proposals is available online at: <http://www.nerrs.noaa.gov/RCDefault.aspx?ID=612>.

Preliminary proposals must include components A through I, listed below. Appendices will not be accepted. Proposals that fail to include components A through I will be deemed “incomplete” and eliminated from the competition. The applicants will be notified.

- A. Title page
- B. Abstract
- C. Preliminary proposal narrative (eight-page limit)
 1. Coastal management problem
 2. Project goals
 3. Roles and responsibilities
 4. Collaboration objectives and methods to meet project goals
 5. Applied science objectives and methods to meet project goals

The following items, D through I, will not count toward the eight-page limit of your narrative; however, they must be included in your submission.

- D. Literature cited
- E. Reserve manager form
- F. Intended user letter of commitment
- G. Budget forms
- H. Budget justification
- I. Qualifications

A. Title page

Title pages must be in a standard format. Please use the title page template included in the forms package for this funding opportunity, available at <http://www.nerrs.noaa.gov/RCDefault.aspx?ID=612>

B. Abstract (one-page limit)

On a separate page, provide a one- or two-paragraph abstract that summarizes the salient points of your preliminary proposal.

C. Preliminary proposal narrative (eight-page limit)

Narratives are not to exceed eight, single-spaced pages with one-inch margins formatted in Helvetica or Arial 12-point font. This page limit includes all charts, graphs, and other images.

Preliminary proposals must address narrative requirements 1 through 5 in the order they are listed below. Please use the headings provided; this will facilitate review of your proposal.

1. Coastal management problem

Please address all of the questions below in the order that best suits the flow of your proposal.

- What is the local coastal management problem your project seeks to address?
- How is it related to at least one of this RFP's focus areas?
- How does climate change influence the problem you have described?
- How did you interact with intended users to define the problem?
- Why is addressing this problem a priority for the Reserve and a community it serves? Please cite evidence, such as planning documents, workshop proceedings, needs assessments, NERRS strategic plan, etc.
- What is the level of involvement of NERRS staff in developing this proposal and implementation of the project?
- What are the current barriers to address the defined problem? Consider research and technology gaps, as well as barriers related to the problem's human dimensions, such as institutional capacity, politics, economics, and cultural values.

2. Project goals

Please address the questions below in the order that best suits the flow of your proposal.

- What are your overall goals for this project?
- How has the influence of climate change on your problem shaped your goals for this project?

3. Roles and responsibilities

Each project must include the following team member positions:

- Project coordinator
- Fiscal agent
- Collaboration lead
- Applied science investigator(s)
- Intended user(s)

Different people must fill the roles of collaboration lead, applied science investigator(s), and intended

user(s). These roles require distinct skills and represent diverse perspectives on the project. However, any team member may fill the roles of project coordinator and fiscal agent, as long as they have the appropriate skills and experience for these and any other role(s) assigned.

For each position, please answer the following questions:

- Who will fill it?
- What are their specific responsibilities on the project?
- What are the skills and experience that qualify them for that position?
- How much time will they devote to the project (in months per year of the project)?

Project coordinator (mandatory)

Coordinates project activities, acts as liaison between project team members, and is accountable to the funder for project results and outcomes. While this position serves as the primary liaison between the project and the Science Collaborative, we reserve the right to communicate with any project team member to ensure that objectives for collaboration and applied science are met once a project is funded.

Fiscal agent (mandatory)

This role should be filled by a project team member from the agency, institution, or friends group that will receive the grant if the proposal is chosen for funding. The person in this position will regularly review the budget and ensure that the project team is expending the funds as allocated in the proposal.

Collaboration lead (mandatory)

Leads the development and implementation of an explicit and justified plan for the interaction of applied science investigators and intended users throughout the project. (See the *Collaboration Primer* section “Key characteristics of the collaboration lead” on page 13 of this guide.)

Applied science investigator(s) (mandatory)

Implements applied science methods.

Intended user representative(s) (mandatory)

Provides perspective on the need for, and use of, applied science throughout the project. The intended user(s) listed here must represent an organization or group that intends to use the results of the project. Attach a letter of commitment for each intended user named here. See page 8 for guidance. Intended users may be compensated for their time. The intended users identified here are not meant to be the only ones who participate in your project. Applicants are not expected to identify all of the intended users that may participate in their project.

Each project may also include additional investigators (beyond those required by the Science Collaborative) if necessary to meet applied science or collaboration objectives. Describe their roles and responsibilities on the project and the skills and experience that qualify them.

4. Collaboration objectives and methods to meet project goals

- What are your collaboration objectives for the project? (See the *Collaboration Primer* section on “Creating collaboration objectives” on page 14.)
- How will achieving these objectives contribute to meeting your project goals?

- What methods will you use to meet your collaboration objectives? (See the *Collaboration Primer* section on “Key characteristics of collaboration methods” on page 15.)
- Why are these methods best suited to meet your collaboration objectives?

5. Applied science objectives and methods to meet project goals

- What are your applied science objectives for the project?
- How will achieving these objectives contribute to meeting your project goals?
- What methods will you use to meet your applied science objectives?
- Why are these methods best suited to meet your applied science objectives?

The following sections D through I are not included in the eight-page narrative limit. However, they must be included with your preliminary proposal.

D. Literature cited

Please include a complete list of all literature cited in the preliminary proposal.

E. Reserve manager form

Applicants must include a form completed by the manager of each Reserve involved in the project. The purpose of the form is to describe the level of NERRS involvement in the project and to corroborate that the Reserve manager is aware of his or her staff's commitment to achieving the proposed objectives of the project. This form is not intended to evaluate the quality of the project. The Science Collaborative requires that the Reserve manager form be in a standard format. Please use the template included in the forms package for this funding opportunity, available at:

<http://www.nerrs.noaa.gov/RCDefault.aspx?ID=612>

F. Letters of commitment from intended users

You must include a letter from each intended user listed in the “Roles and responsibilities” section of your preliminary proposal. The letters must include a description of the intended users' decision-making capacity as it relates to the identified coastal management problem and answer the following questions: How will this project increase the intended users' capacity, or that of their organizations, to address the identified problem? What are they committed to doing on the project? What do they expect in return?

G. Budget forms

You must submit one budget form for each year of your project, as well as a cumulative budget form. All project team members (including students) from the fiscal agent's institution should be listed in section A of the budget form. Project team members from institutions other than that of the fiscal agent must be listed as subcontractors in section F. If applicable to your proposal, the budget for supplies and services related to meetings or workshops should be listed under the ‘expendable supplies and equipment’ budget line. The Science Collaborative requires that the budget form be in a standard format, as provided in the form package available

at: <http://www.nerrs.noaa.gov/RCDefault.aspx?ID=612>

H. Budget justification

Provide a detailed budget justification that explains each item in your cumulative budget form, including salary, tuition, subcontracts, fringe benefits, equipment, supplies, travel, costs associated with implementing applied science and collaboration methods, and indirect costs. Describe the time commitment and budget for each person listed in the “Roles and responsibilities” section of your preliminary proposal. If a project team member is not included in the budget, please describe how he or she will be supported so that they are able to execute their responsibilities on the project.

I. Qualifications

Please include a *curriculum vitae*, résumé, or professional narrative (maximum length of two pages) for each project team member described in the “Roles and responsibilities” section of your preliminary proposal.

VI. Preliminary Proposal Submission

The deadline to submit your preliminary proposal to the NERRS Science Collaborative is 1 PM EST (1300 hours) on January 31st, 2012. Your submission MUST be in the form of a single PDF with a file size less than 5 MB . Proposals sent in any other file format or in a larger size will NOT be accepted. Preliminary proposals will not be accepted after the deadline.

Please email your preliminary proposal as a single PDF to justine.stadler@unh.edu.

You must also send one signed hard copy of your preliminary proposal (printed double-sided and identical to the electronic version), postmarked no later than February 7th, 2012 to the Science Collaborative’s Program Coordinator:

Cindy Tufts
Gregg Hall, Suite 130
35 Colovos Road
Durham, NH 03824

VII. Preliminary Proposal Evaluation

All preliminary proposals will undergo an initial review to make sure they are complete. Incomplete preliminary proposals will be eliminated from the competition without further review and the applicant will be notified.

Preliminary proposals will be deemed incomplete for failure to do one or more of the following:

- Follow the narrative structure as outlined;
- Include all required information in sections A through I;
- Follow directions with regard to formatting and submission procedures.

Complete preliminary proposals will be reviewed by a multidisciplinary panel comprised of collaboration experts and applied scientists in appropriate disciplines. The panel will use the weighted

review criteria listed below to determine which applicants will be invited to submit a full proposal. Applicants will be notified of the outcome of the panel's review via email by March 9th, 2012.

Complete preliminary proposals will be evaluated using the weighted review criteria below. The questions under each weighted criteria category are designated "all reviewers" if both the collaboration and applied science reviewers will respond to the same questions. Otherwise, the questions in each section will be directed to either collaboration reviewers or applied science reviewers in order to focus their responses on those aspects of your preliminary proposal that best match their expertise.

1. Coastal management problem (15%)

All reviewers

- Does the described problem meet project requirements related to this RFP's focus areas, the level of priority for the Reserve and community it serves, and the involvement of Reserve staff?
- Have the applicants adequately described the influence of climate change on the problem to be addressed?
- Is the problem well described? (Consider the problem description, identified barriers to addressing the problem, and the interactions with intended users that were used to define it.)

2. Project goals (15%)

All reviewers

- Are the project goals appropriate to address the defined problem?
- Are they reasonable for the time frame of the project?
- Do the project goals reflect the influence of climate change on the problem?

3. Roles and responsibilities (20%)

Collaboration reviewers

- Does the collaboration lead have the skills and experience to carry out their role on the project? (Please consider the collaboration objectives and methods described in the proposal.)
- Do the fiscal agent, project coordinator, and if applicable, additional investigators working on collaboration have the skills and experience to fill their roles and contribute to meeting the project goals?
- Are there skill sets missing related to meeting collaboration objectives?
- Is the intended user(s) on the team appropriate in terms of the described problem and goals for the project?

Applied Science reviewers

- Does the applied science investigator(s) have the skills and experience to carry out their role on the project? (Please consider the applied science objectives and methods described in the proposal.)
- Do the fiscal agent, project coordinator, and if applicable, additional investigators working on applied science have the skills and experience to fill their roles and contribute to meeting the project goals?

- Are there skill sets missing related to meeting applied science objectives?
- Is the intended user(s) on the team appropriate in terms of the described problem and goals for the project?

4. Objectives and methods to meet project goals (40%)

Collaboration reviewers

- Are the stated collaboration objectives likely to contribute to achieving the project goals?
- Are the collaboration methods well described and justified?

Applied science reviewers

- Are the stated applied science objectives likely to contribute to achieving the project goals?
- Are the applied science methods well described and justified?

5. Budget (10%)

Collaboration reviewers

Does the budget allocate sufficient funds to meet the project goals? (Please consider the budget allotted to implement collaboration methods and support for the project team.)

Applied science reviewers

Does the budget allocate sufficient funds to meet the project goals? (Please consider the budget allotted to implement applied science methods and support for the project team.)

VIII. Proprietary Information & Intellectual Property

Disclosure of patentable ideas, trade secrets, and privileged, confidential, commercial, or financial information may harm an applicant's chances to secure future patents, trademarks, or copyrights.

Proprietary information of this kind should be included in proposals only when it is necessary to convey an understanding of the proposed project. Applicants must mark proprietary information clearly in the proposal, using appropriate labels, such as, "The following is (proprietary or confidential) information that (name of proposing organization) requests not be released to persons outside the NERRS Science Collaborative, except for purposes of review and evaluation." In addition, the title page you will submit with your proposal includes a confidentiality statement. Please review it and contact us if you have questions.

Applicants are encouraged to protect the intellectual property of ideas at the proposal preparation stage, if appropriate. This could allow you to talk freely about ideas and avoid the inadvertent loss of intellectual property rights. If applicable, please consult your institution's technology transfer or intellectual property office to determine the best way to protect your intellectual property.

XI. Collaboration Primer

This primer offers resources related to the integration of collaboration and applied science. Potential applicants may find this primer helpful in developing a proposal to the NERRS Science Collaborative's FY 2012 Request for Proposals. This primer is meant as a reference only.

This primer includes the following sections:

- A. Why collaboration?
- B. Key characteristics of a collaboration lead
- C. Creating collaboration objectives
- D. Key characteristics of collaboration methods
- E. Collaboration resources

A. Why collaboration?

One comment we frequently hear from applicants to our program is “What do you mean we have to collaborate? We already do that!” And in some respects they do. They might be applied scientists embedded in management organizations, or academic scientists who work with their peers in other disciplines, or researchers who educate the general public. Reaching across disciplinary and organizational boundaries is certainly a form of collaboration, and an important one, but at the NERRS Science Collaborative we have a different definition.

By “collaboration,” we mean an explicit and justified plan for the interaction of applied scientists and the intended users of science throughout a research project—from the definition of a problem throughout the implementation of that project's results. This definition of collaboration guides our funding opportunities.

Why? Our program is focused on putting NERRS-led science to work in coastal communities, and there is considerable evidence to support the idea that involving intended users throughout the scientific process increases the likelihood that the knowledge being generated will be applied. There are straightforward reasons for this that have been identified through the application and rigorous evaluation of collaboration methodologies:

- Intended users are more aware of the science;
- Science focuses on questions that are a high priority for intended users;
- Science is informed by the knowledge possessed by intended users;
- Science generates knowledge in a way that is practical and useable (e.g., the timing is right, the level of detail is appropriate, economic factors have been considered);
- Intended users trust the science.

Successful collaboration as defined above requires a specific set of skills. To be competitive, your proposal must demonstrate knowledge and skill related to collaboration. Therefore, we encourage applicants to involve the collaboration lead as early as possible in proposal development.

The publications listed below provide more information on collaboration.

National Research Council. 2009. *Informing Decisions in a Changing Climate. Panel on Strategies and Methods for Climate-Related Decision Support, Committee on the Human Dimensions of Global Change. Division of Behavioral and Social Sciences and Education.* Washington, DC: The National Academies Press. (Chapter 2 Effective Decision Support,” is most relevant to collaboration methods.) http://www.nap.edu/catalog.php?record_id=12626

Cash, D.W., W.C. Clark, F. Alcock, N.M. Dickson, N. Eckley, D.H. Guston, J. Jager, R.B. Mitchell. 2003. Knowledge systems for sustainable development. *Publications of the National Academies of Science*. 100(14): 8086-8091. <http://www.pnas.org/content/100/14/8086.abstract>

McNie, E.C. 2007. Reconciling the supply of scientific information with user demands: an analysis of the problem and review of the literature. *Environmental Science and Policy* 10: 17-38. http://sciencepolicy.colorado.edu/admin/publication_files/resource-2486-2007.03.pdf

SPARC. 2010. Usable science: A handbook for science policy decision makers. A Report Published by the Science Policy Assessment and Research on Climate. http://cstpr.colorado.edu/sparc/outreach/sparc_handbook/brochure.pdf

B. Key characteristics of a collaboration lead

The NERRS Science Collaborative’s FY 2012 RFP requires that all project teams include a collaboration lead. This person is responsible for balancing the perspectives of the applied science investigators and intended users throughout the project. Working with the rest of the project team, they lead the development of the collaboration objectives and the development and implementation of the collaboration methods for meeting those objectives.

The collaboration lead should have the appropriate experience and skill to design and implement collaboration methods that are specific to the coastal management problem to be addressed. However, just as with an applied science investigator, if the collaboration lead does not have all of the specific expertise required for a particular project, other personnel with those skills should be included on the team as additional investigators. For example, a collaboration lead may identify Joint Fact Finding as an appropriate collaboration methodology for a particular project, but they may lack the facilitation skills (or time) necessary to implement certain aspects of it. In that case, the need for facilitation would have to be filled by an additional investigator.

We have compiled examples of the kinds of collaboration skills and knowledge that may be important to have on the project team. These could be possessed by the collaboration lead and/or additional investigators. Please do not consider the following to be a list of skills and knowledge required for all projects—the needs of your project will depend on the problem to be addressed and the intended users involved:

- Familiarity with different collaboration methods/models (See “Key characteristics of collaboration methods” on page 15);

- Needs assessment;
- Setting ground rules for group meetings;
- Determining who will participate in collaboration activities;
- Ensuring that participants have an equal opportunity to provide input;
- Facilitation;
- Evaluation of feedback from participants;
- Working with project team members to integrate feedback into the project;
- Evaluation of progress toward meeting collaboration objectives;
- Determining when to make mid-course corrections to better meet collaboration objectives;
- Groups decision making strategies;
- Conflict resolution.

You may be wondering where to find people with the appropriate experience and skills to fill the collaboration lead position for your project. We have observed that people come by this capacity in different ways (just as they do in other sciences).

There are “practitioners” trained to connect science and decision-making around issues and have years of experience in doing so—people like NERRS Coastal Training Program coordinators, Sea Grant and Land Grant Extension staff, and private-sector consultants.

There are also “scholar practitioners”—folks who are trained to both study and implement collaboration methodologies. They are based at universities or colleges, often in departments such as public policy, natural resources, geography, planning, environmental studies, sociology, and sustainability.

C. Creating collaboration objectives

The NERRS Science Collaborative’s FY 2012 RFP calls for proposals to include objectives for collaboration that state specifically what you hope to achieve through the integration of applied science investigator and intended user perspectives throughout the project. Collaboration objectives are similar to those you will be creating for the applied science component of your project in one important way—they should link to your project’s overall goals and increase the likelihood these goals will be achieved.

Collaboration objectives must be specific to the coastal management problem your team is addressing and the intended users involved. The choice of objectives and how they are scaled to fit the specifics of the project must be determined with the guidance of the collaboration lead and feedback from the rest of the project team. (So bring that person on board as soon as you can!) While there is not a pre-established set of objectives to fit all proposals, we provide the following broad objectives by way of example:

- The problems, and approaches to addressing them, are jointly defined and created by applied science investigators and intended users. A key component of this is that information users learn from information producers and vice versa.
- The problem definition and research plan is relevant to the particular contexts of the intended users.
- The applied science data that are used to define the problem and the applied science data that are generated by the project are viewed as high quality and credible by intended users.

The references below provide more information on collaboration objectives:

Mandarano, L.A. 2008. Evaluating collaborative environmental planning outputs and outcomes: restoring and protecting habitat and the New York-New Jersey Harbor Estuary Program. *Journal of Planning Education and Research*. 27: 456.

Conley, A. and M.A. Moote. 2003. Evaluating collaborative natural resource management. *Society and Natural Resources*. 16:371-386.
http://www.fs.fed.us/emc/nfma/collaborative_processes/conley_moote.pdf

Burgess, J. and J. Chilvers. 2006. Upping the ante: a conceptual framework for designing and evaluating participatory technology assessments. *Science and Public Policy*. 33(10): 713-728.
<http://www.ingentaconnect.com/content/beechnet/spp/2006/00000033/00000010/art00002>

D. Key characteristics of collaboration methods

The NERRS Science Collaborative's FY 2012 RFP calls for proposals include collaboration methods that are appropriate for the specific coastal management problem your team is addressing and the intended users involved. As with your collaboration objectives, the choice of methods for collaboration (and how they are scaled to fit your project) must be determined with the guidance of the collaboration lead and feedback from the project team.

The methods also must have enough detail for the collaboration experts reviewing your proposal to be able to assess their validity. Having a detailed description of collaboration methods is essential for your proposal to be competitive. There is no universal list of details that you should use to describe your methodology, but we can offer examples of the kinds of things that should be accounted for in your description:

- A clear and well-supported justification (based on experience and/or relevant literature) for the collaboration methods you have chosen;
- Specific plans for how often project applied science investigators and intended users interact;
- Specific plans for how those interactions will occur (Who will be involved? How will barriers to effective participation be overcome? Decisions made? Disagreements handled?);
- A plan for how you will evaluate whether you are meeting your collaboration objectives;
- A plan for how resources to support activities associated with collaboration will be allocated; this may be reflected in the budget, personnel on the project, and the timeline.*.

*A project that includes collaboration takes longer than a pure applied science project. Based on our experience, most applicants tend to greatly underestimate the amount of time it takes to integrate

collaboration into the applied science timeline. We encourage you to keep this in mind as you make decisions about project goals and how to scale collaboration and applied science objectives.

E. Collaboration resources

We have compiled the following list of additional resources on collaboration as a reference for applicants to our FY 2012 RFP.

Publications

Cockerill K., H. Passell, V. Tidwell. 2006. Cooperative modeling: building bridges between science and the public. *Journal of the American Water Resources Association*. 42(2): 457-471.

Jacobs, K.L., (2002), *Connecting Science, Policy and Decision-Making: A Handbook for Researchers and Science Agencies*, National Oceanic and Atmospheric Administration, Office of Global Programs, Silver Spring, Maryland. <http://ciceet.unh.edu/resources/jacobs-2002.pdf>

Lynam, T, W. de Jong, D. Sheil, T. Kusumanto, and K. Evans. 2007. A review of tools for incorporating community knowledge, preferences, and values into decision making in natural resources management. *Ecology and Society*. 12(1): 5. <http://www.ecologyandsociety.org/vol12/iss1/art5/>

Von Korff, Y., P. d'Aquino, K. A. Daniell, and R. Bijlsma. 2010. Designing participation processes for water management and beyond. *Ecology and Society* 15(3): 1. <http://www.ecologyandsociety.org/vol15/iss3/art1/>

Zorrilla, P., G. Carmona, A. De la Hera, C. Varela-Ortega, P. Martinez-Santos, J. Bromley and H. Jorgen Henriksen. 2009. Evaluation of bayesian networks as a tool for participatory water resources management: application to the upper Guadiana basin in Spain. *Ecology and Society* 15(3): 12. <http://www.ecologyandsociety.org/vol15/iss3/art12/>

Models of Collaboration

The following are examples of collaboration models that have been applied effectively to address coastal management problems. While there are subtle differences between these approaches, all provide explicit mechanisms to integrate a variety of perspectives—including those of project investigators and intended users—at critical stages of the project.

This list is just a subset of the models that exist and we provide them by way of example, not endorsement. The collaboration lead (with feedback from the rest of the team) should be able to determine whether one of these or another approach is the best collaboration model for your proposal.

- Consensus Building & Joint Fact Finding
http://web.mit.edu/dusp/epp/music/pdf/ENV_JF07_JFFarticle.pdf
- Collaborative Learning Model
oregonstate.edu/instruct/comm440-540/CL2pager.htm
— or — http://ciceet.unh.edu/living_coasts/projects/pdf/CLGuide_11-04-08.pdf
- Structured Decision Making
www.structureddecisionmaking.org/steps.htm